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Author's Name: Brenda Bowman

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Organizational Development TA Plan Implementation Followup

Final Report

Contract No.:	**278-C-00-02-00210-00**
Contractor Name:	**Chemonics International**
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Author's name:	**Brenda Bowman**
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Name of the Component: Microenterprise Initiative (MEI)

Author: Brenda Bowman

Practice Area: AMIR Program, Amman, Jordan

Service Offering:

List of key words contained in report:

> Social capital
> Horizontal management
> Steering Committee Performance Objectives
> Women entrepreneurs
> Performance Appraisal forms and Standards of Performance (SOP) for:
> > Program coordinator
> > Training coordinator
> > Network coordinator
> > SBDC Liaison
> Myers Briggs Type Indicator (MBTI)

ABSTRACT

The Women's Access to Entrepreneurial Development and Training (WAEDAT)
ORGANIZATIONAL DEVELOPMENT

This report highlights the activities, findings, outcomes and recommendations of the consultancy conducted from July 9 through July 23, 2004 in Amman, Jordan.

The consultant facilitated a series of mini-workshops on the Myers Briggs Type Indicator (MBTI) for the core operational team and members of the Steering Committee. She also participated in meetings with the core operational team and the Steering Committee.

The purpose of the workshops and meetings was to:
1. clarify roles, responsibilities and performance objectives within WAEDAT,
2. strengthen the operational team's capacity for team-building, decision making, and problem-solving in the context of a horizontal management structure,
3. assist in the development of a recruitment system for contract trainers.

During the consultancy the following were developed:
1. Performance appraisal forms and Standards of Performance (SOP) for the core operational team.
2. Roles and responsibilities of the Steering Committee (including draft performance objectives).
3. Procedures for screening, interviewing and selecting contract trainers.

The report contains recommendations for:
1. standardizing procedures that will strengthen program management,
2. further developing management skills such as: decision making, active listening, measuring performance, and communicating effectively within a team.

I. **EXECUTIVE SUMMARY**

This report includes activities, findings, outcomes and recommendations resulting from the consultancy that assessed needs in organizational development, and developed responses to meet those needs.

Objectives
To continue the work of strengthening the WAEDAT partnership by:
1. identifying work styles within the team using the Myers Briggs Type Indicator (MBTI)
2. drafting performance appraisal forms for the three core coordinators
3. defining the performance objectives of the core operational team
4. clarifying the roles of the Steering Committee.
5. drafting performance objectives for the Steering Committee
6. establishing a system for recruiting contract trainers

Key Findings
As WAEDAT moves from planning to preparation and implementation, the horizontally-organized core operation team and Steering Committee found a need for:
1. A better understanding of work styles and their impact on communication and decision-making.
2. A clearer definition of authority and responsibility within a horizontal team
3. Performance appraisal forms for the core coordinators
4. Performance objectives for the core operational team
5. Professionalizing the roles of the Steering Committee
6. A system for recruiting contract trainers.

Key Recommendations

The report contains recommendations for:
1. standardizing procedures that will strengthen program management
2. further developing management skills such as: decision making, active listening, measuring performance, and communicating effectively within a team

II.   INTRODUCTION

The Women's Access to Entrepreneurship Development and Training (WAEDAT) Program builds on numerous initiatives taken by the Micro-enterprise Initiative (MEI) of AMIR. This program has provided Jordanian micro-enterprises, particularly women, with access to sustainable financial and business development services that lead to more competitive business women and entrepreneurs in urban and rural areas.

The WAEDAT Program is a collaborative effort between a US Subcontractor (Making Cents and ShoreBank Advisory Service) and a local Jordanian Partner (an NGO, Jordan Hashemite Fund for Human Development – Small Business Development Centre, JOHUD/SBDC and Consolidated Consultants, a civil engineering firm). The US Subcontractor is responsible for the overall project design and provision of technical assistance to the Jordanian Partner who will implement WAEDAT. The entrepreneurship training will provide cross cutting and sector specific training, consulting services, market access information and follow-up support. The post-training services will provide graduate-clients with advice and support through a network of mentors/advisors and a program of events and mini-workshops.

WAEDAT is a multi-cultural partnership with a core operational team that is horizontally structured. The challenges include maintaining effective communication between:
1. AMIR and WAEDAT that results in achievement of the program goals;
2. the US and Jordanian partners that results in timely and appropriate technical assistance from the US ;
3. the Jordanian partners (an NGO and a private company) that results in beneficial exchanges of knowledge, skills and management tools and practices;
4. the Jordanian partners and the core operational team that results in a model of a professional and well-functioning Steering Committee;
5. the core operational team members that results in a successful implementation of a horizontally organized management model.

III. OBJECTIVES

As is normal in project start up, the early implementation steps require patience. Delays in signing the grant impeded the setting up and equipping of the WAEDAT office, signing the contracts for the core coordinators, launching the media campaign to market the program, and recruiting trainers. The first session for women entrepreneurs has been postponed from August 22 to September 5. The condensed training cycle will end as originally scheduled on November 4.

Project start-ups are stressful under any circumstances. This delay put a great deal of pressure on the core operational team, particularly the Program Coordinator who carries the brunt of the responsibility for establishing the office, procuring equipment and ensuring that systems are being put in place. Her persistence and determination are to be commended.

It was in this context that the consultant sought to continue the work of strengthening the WAEDAT partnership, by:

1. identifying work styles within the team,
2. drafting performance appraisals for the core coordinators
3. defining the performance objectives of the core operational team
4. clarifying the roles and responsibilities of the Steering Committee.
5. drafting performance objectives for the Steering Committee
6. establishing a system for recruiting contract trainers..

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IV. ACTIVITIES: MEETINGS AND MINI-WORKSHOPS

The calendar of activities for the consultant was as follows:

Date	In attendance	Purpose of meeting	Place
07/11/04	Terri Kristalsky (AMIR) Wejdan Naseem Abu-Lail (WAEDAT) Sameera Al-Majali (WAEDAT) Ranya El-Khateeb (WAEDAT)	Update on WAEDAT Clarify consultancy objectives	AMIR
07/12/04	Wejdan Naseem Abu-Lail Sameera Al-Majali Ranya El-Khateeb	Developing weekly action plan	CC
	Terri Kristalsky Hassan Morahly (SBDC) Eman Nimri (JOHUD) Wejdan Naseem Abu-Lail Imad Masri (CC) Soshana Hecker (Making Cents)	Steering Committee	AMIR
07/13/04	Sameera Al-Majali Ranya El-Khateeb Wejdan Naseem Abu-Lail	Adjusting technical assistance plan	AMIR
07/13/04	Eman Nimri Hassan Morahly Imad Masri	The roles of the Steering Committee Responsibility for trainers' contract	JOHUD
07/14/04	Terri Kristalsky Hassan Morahly Wejdan Naseem Abu-Lail	Myer Briggs Type Indicator workshop	Sheraton Hotel & AMIR

	Ranya El-Khateeb Sameera Al-Majali Ranya Suweti SBDC		
07/15/04	Wejdan Naseem Abu-Lail Ranya El-Khateeb Sameera Al-Majali Ranya Suweti	Trainers' profile, screening and interviewing processes, Trainers' SOW	CC & AMIR
07/16/04			
07/17/04	Wejdan Naseem Abu-Lail Samia Bsasio (Making Cents)	WAEDAT staffing needs	Hotel & AMIR
07/18/04	Wejdan Naseem Abu-Lail Ranya El-Khateeb Samiya Bsasio Ranya Suweti	Action pan for week Trainer selection processes Systems and forms	CC & AMIR
07/19/04	Brenda Bowman	Performance objectives for Steering Committee	AMIR
	Terri Kristalsky Hassan Morahly Eman Nimri Wejdan Naseem Abu-Lail Samia Bsasio Andrew Baird (Making Cents)	Steering Committee	AMIR
07/20/04	Brenda Bowman	Performance appraisals for core coordinators	AMIR
07/21/04	Brenda Bowman	Performance objectives for core team	AMIR
	Suhair Khalid (AMIR) Muna Dahdaleh (AMIR)	MBTI mini-workshop	AMIR
07/22/04	Wejdan Naseem Abu-Lail Ranya El-Khateeb Samiya Bsasio Ranya Suweti Samia Bsasio	Performance appraisals	CC

	Terri Kristalski Suhair Khalid Wejdan Naseem Abu-Lail Ranya El-Khateeb Samiya Bsasio Ranya Suweti Samia Bsasio	Exit interview	AMIR
07/23/04	Brenda Bowman	Drafting report	Hotel

V. METHODOLOGY

A Myers Briggs Type Indicator (MBTI) workshop was held to build understanding within the team of styles work and their impact on communication and work relationships.

AMIR and SBDC were extremely generous in making available their facilities when needed.   However, concentrated productivity was difficult since the core team members had no equipment in the WAEDAT office and had to move around to find computers, phones, printers and photocopiers. The Program Coordinator has made a priority of setting up the office; the IT team at AMIR was also very helpful in advising on procurement procedures. Hopefully, the office will be functioning within the next two to three weeks.

Two Steering Committee meetings were held during this consultancy (July 12 and July 19). A real challenge for the Committee is that of maintaining regular and consistent attendance at the meetings, particularly since the key members representing CC and JOHUD have busy schedules.

VI.   KEY FINDINGS

As WAEDAT moves from planning to preparation and implementation, the horizontally-organized core operation team found a need for:
1.   A better understanding of work styles and their impact on communication and decision-making.
2. A clearer definition of authority and responsibility within a horizontal team
3. Performance appraisal forms for the core coordinators
4. Performance objectives for the core operational team
5. Professionalizing the roles of the Steering Committee
6. A system for recruiting contract trainers.

1. A better understanding of work styles and their impact on communication and decision making

The core operational team (including the SBDC Liaison), Terri Kristalsky and Hassan Morahly from SBDC participated in a Myers Briggs Type Indicator (MBTI) workshop. The purpose was to examine differences in work styles with a view to improving communication and effectiveness. (See Appendix A)

The MBTI measures people's preferences on a spectrum and deals with:
1. People's sources of energy through being with others or having time alone
2. Ways in which people take in information
3. Decision-making
4. Interaction with the world

The team members all expressed a preference for working in a group and are energized by contact with others. The majority of the group likes to take in information in an orderly way and puts a high value on routine and steadiness. Only one member of the team has a preference for visionary and strategic thinking.   The majority also prefers to make decisions based on principles and logic, even when this is detrimental to group harmony. Only one member had a preference for taking into account the impact of a decision on people's feelings. All of the team members had a strong preference to take control and to be in charge. As a group they have a low tolerance for surprises, ambiguity, flexibility and exploring options.

In several meetings after the MBTI workshop, the team members analyzed their stances and tracked their behavior back to their preferences as measured by the MBTI. This led to a greater understanding of work styles within the team and offered a way to resolve differences of opinion.

2. A clearer definition of authority and responsibility within a horizontal team

The core operational team opted for an innovative web-shaped organizational structure in which the core coordinators share certain responsibilities and also have areas in which each one assumes a lead role, for example in training, for the network and for overall coordination and communication with the Steering Committee.

In the article *Organigraphs: Drawing How Companies Really Work*, Henry Mintzberg and Ludo van der Hyden describe some of the advantages of a web structure that allows for open-ended communication and continuous movement of people and ideas. "In a web everyone talks to everyone else, often with creative and unexpected outcomes." The article also points out that in a web structure, management is no longer follows the top-down, tightly controlled highly programmed approach found in hierarchical bureaucracies and organizations.

Within WAEDAT, this shift in perception and reality of management gave rise to productive and clarifying discussions on two levels: within the core operational team and between the core team and the Steering committee. **At the heart of these discussions on authority and leadership is the need for all members of WAEDAT to consciously and carefully build a foundation of trust, respect and mutual support.** The web-shaped structure is not an excuse for disruptive, disloyal behavior. The Program Coordinator carries a great deal of responsibility. If her leadership, initiative and commitment are not appropriately recognized, the Steering Committee may be justified in reviewing the situation and considering options to strengthen her position.

A project start-up involves risk-taking, ambiguity and sometimes unwelcome surprises. To balance this, management at start up needs to include a strong strategic and visionary component. However, the outcomes of the MBTI for the WAEDAT team indicate a low tolerance for flexibility and a majority preference for routine and tried-and-true approaches. This clash between an evolving situation on the ground and personality preferences translates into stress. It is therefore important that the Steering Committee and core coordinating team members, recognize the importance of stepping beyond work style preferences and their personal comfort zones, to met the needs of a fledgling project with great potential.

This intrinsic valuing of trust and social capital within WAEDAT cannot be imposed by regulations. It requires a commitment to the vision of WAEDAT and, on a practical level, daily actions of goodwill that demonstrate each person's wish to improve his/her performance and contribute to the partnership's success.

3. Performance appraisals for the core coordinators

Based on the job descriptions of the core coordinators (developed in June), performance appraisals forms were developed and discussed. (See Appendices B, C and D). The appraisals have six sections:

1. self-appraisal
2. standards of performance
3. appraiser's comments
4. other coordinators' comments
5. overall rating form
6. appraisal signatures

It was also agreed that the Chair of the Steering Committee will appraise the performance of the Program Coordinator (section 3) and the Program Coordinator will write section 3 for the Training Coordinator and Network Coordinator.

The most innovative part of these appraisals is the inclusion of comments from the core coordinators on each other's performance. This will reinforce the horizontal structure of management adopted by the core team.

Standards of Performance (SOP) were also drafted for each coordinator.

It is suggested that the Steering Committee should discuss the question of who (if anyone) appraises the performance of the Systems Coordinator - who also represents CC, the prime contractor, and is a member of the Steering Committee.

4. Performance objectives for the core operational team

In addition to individual performance appraisals, the team discussed the importance of an internal, informal evaluation of the team's performance as a team. (See Appendix E) The model proposed was adapted from a manual developed by AMIR to strengthen the performance of financial institutions' executive boards.   The performance objective forms have three sections:

1. How are we doing as a team?
2. How am I doing as a member of the team?
3. Danger signs for the team

The suggestion is that the core team will take a half-day once every quarter to assess its performance and the achievement of its objectives.

5. Professionalizing the roles of the Steering Committee

The Steering Committee adopted some simple steps to strengthen its efficiency. Eman Nimri of JOHUD agreed to become the chair, Samia Bsasio of Making Cents became the Committee secretary/note-taker and Wejdan Abul-Lail will continue to set the agenda, based on input from Committee members. A format for the agenda and minutes was adopted. Propositions are also being discussed to explore how Steering Committee members can participate in meetings by phone when they are on travel, or, how they can name substitutes from their respective organizations in the event of absence from a Steering Committee meeting.

The Committee also revisited the document on its Roles and Responsibilities developed in June. The Roles were discussed and further defined. (See Appendix F).

The Steering Committee sees fund-raising as one of its roles. It is important that the Committee devotes time to the development of a fund-raising plan, identifies potential donors and writes proposals before November since most donors in Jordan allocate resources during that month.

AMIR has developed a manual to guide Executive Boards of financial institutions in Jordan. The Steering Committee agreed to examine a suggested set of performance objectives adapted from the manual and to explore the option of devoting one meeting a quarter to internally assessing its performance.

6. A system for recruiting contract trainers.

In a collaborative effort, the core coordinators and the SBDC Liaison developed procedures to pre-screen trainer-applicants and interview a selected group. The scoring sheet and interview questions are now in the hands of the Training Coordinator. SBDC assisted by making available resumes of trainers from its pool. The core team also discussed the issues of a ceiling for daily rates and the availability of trainers to participate in 10 days' training prior to the first core training for women entrepreneurs.

VII. OUTCOMES

The products of the consultancy were:
1. Program Coordinator's performance appraisal form, including Standards of Performance (SOP)
2. Training Coordinator's performance appraisal form, including Standards of Performance (SOP)
3. Network Coordinator's performance appraisal form, including Standards of Performance (SOP)
4. A draft set of core team objectives
5. The roles of the Steering Committee
6. A draft set of Steering Committee objectives

VIII. RECOMMENDATIONS

The report contains recommendations for:
1. standardizing procedures that will strengthen program management
2. further developing management skills such as: decision making, active listening, measuring performance, and communicating effectively within a team

The first training cycle of approximately 45 women entrepreneurs is scheduled to finish in early November. It is recommended that in mid-to-late October an analysis should be made of this pilot phase, looking particularly at the systems put in place and the management of a data-bank for WAEDAT alumni.

This same time frame also presents a good opportunity for core operational team to participate in a mini-retreat to examine the team's performance, and benefit from mentoring and assistance in further developing skills in leadership, effective communication and team building. In particular, the team may profit from deepening its understanding of the Myer Briggs Type Indicator (MBTI) as a neutral framework for discussing and resolving differences without denying or personalizing conflicts. Familiarity with this tool and each other's strengths is essential for the WAEDAT team since in the web organizational structure they have many shared responsibilities and are expected to step in and out of each other's shoes.

The management world has absorbed the work of Daniel Goleman and recognizes that to be effective in the work place, teams need high Emotional Intelligence (EI). Peter Drucker additionally notes that "with knowledge work, teams become the work unit rather than the individual himself." This suggests why emotional intelligence, the skills that help people harmonize, are increasingly valued as workplace assets. Through a greater awareness of EI, the WAEDAT team can create the conditions that allow it to effectively complete its tasks.

IX APPENDICES

a. **Myers Briggs Type Indicator (MBTI) workshop**
b. **Program Coordinator's performance appraisal form & SOP**
c. **Training Coordinator's performance appraisal form & SOP**
d. **Network Coordinator's performance appraisal form & SOP**
e. **Performance objectives for the core operational team**
f. **Roles of the steering committee**
g. **Performance objectives for the steering Committee**

Appendix A: Myers Briggs Type Indicator (MBTI) workshop

MBTI WORKSHOP

Amman, July 14, 2004

08.30 – 09.30
Assist participants to complete questionnaire

09.30 – 10.30
Explanation of the letters E/I, S/N, T/F, J/P (see Handout 1)

10.30 – 11.00
In pairs discuss the SJ/SP and NF/NT characteristics and differences

11.00 – 11.30
Present sources of misunderstanding between types

11.30 – 12.00
Ask participants to describe their ideal working environment and the least preferred
working environment - according to their type.

12.00 – 12.30
Wrap up.

References

The Art of Speed Reading People by Paul Tieger and Barbara Barron-Tieger
Published by Little, Brown & Co, 1999

Please Understand Me by David Keirsey and Marilyn Bates
Published by Prometheus Nemesis Book Company, 1984

Type Talk by Otto Kruger and Judy Thusein

Handout 1

Extrovert (E)	**Introvert (I)**
Energy comes from others	Need to recharge after being with others
Welcomes telephone interruptions	Rehearses things before speaking
Likes to include others in activities	Celebrates with just one person

****

Sensing (S)	**Intuitive (N)**
Prefers precise answers	Finds the future intriguing
Handles things sequentially	Tends to give general answers
Reads magazines from front to back	Thinks about several things at once

****

Thinking (T)	**Feeling (F)**
Fairness over happiness	Enjoys putting others first
Right rather than liked	Prefers harmony over clarity
Can argue both sides in a discussion	Thinks about impact on others

****

Judging (J)	**Perceiving (P)**
Always on time	Easily distracted
Doesn't like surprises	Loves to explore the unknown
Likes to have a schedule and keep to it	Likes to keep options open

Appendix B: **Program Coordinator's performance appraisal form & SOP**

DRAFT

The Women's Access to Entrepreneurship Development and Training Program (WAEDAT)

PERFORMANCE APPRAISAL

PROGRAM COORDINATOR

Name: Date:

Position:

Review Period: _____Prepared by:

Section 1- PERSONAL APPRAISAL
(To be completed by Program Coordinator)

(Please do not consider this space as a limitation and carry over to next page if necessary.)

Main accomplishments/activities this period (What worked well? Biggest triumph? Smartest Decision? Greatest lesson learned? Most caring service? Who made biggest difference to you and your performance? Biggest risk taken? Difficulties encountered?):

2.   Areas for improvement (include ways Training and Network Coordinators can assist you).

Section 2- STANDARDS OF PERFORMANCE (SOPs)
(Scores to be completed by Steering Committee Chair)

Please complete the performance standard in two or three lines, and rate the employees' performance relative to the standard using the 5 point rating scale as follows: 5=Greatly exceeds standards 4=Exceeds the standard 3=Meets the standard 2=Below the standard 1=Well below standard. (The weight is determined by the rater and employee prior to scoring. The total weight for all standards is not to exceed 1.0). The score will be calculated and appear on the Overall Rating Form upon completion of the evaluation. The total score of the SOPs and Competencies and Work Behaviors Rating together determine the Overall Performance Rating.

Standard of Performance #1:
Weight: 0.2 Score: 0 Wt. Score: (=Weight * Score)
Standard of Performance #2:
Weight: 0.2 Score: 0 Wt. Score: (=Weight * Score)
Standard of Performance #3:
Weight: 0.2 Score: 0 Wt. Score: (=Weight * Score)
Standard of Performance #4:
Weight: 0.2 Score: 0 Wt. Score: (=Weight * Score)
Standard of Performance #5:
Weight: 0.2 Score: 0 Wt. Score: (=Weight * Score)

Section 3- COMPETENCIES AND WORK BEHAVIORS
(Scores to be completed by Steering Committee Chair)

Performance for the period: The score will be calculated upon completion of the evaluation and appear in the Overall Rating Form for the rated competency or behavior.

The scores to be used are as follows:
5=outstanding   4=exceeds requirements   3=meets requirements 2=below requirements in some areas   1=unsatisfactory

Committee Chair

Job knowledge and skills: Clearly understands the duties and responsibilities of his/her position and is able to execute them efficiently and accurately. Possesses appropriate skills to be effective in position.

Work habits: Efforts produce useful work output. Demonstrates ability to: prioritize and follow through with plans; make timely decisions; learn and apply directions quickly; be congenial and cooperative.

Self-management and personal development: Develops new skills through personal initiative. Interested in keeping informed and productive through corporate and professional literature; Composed under stress; Considers self-presentation important to the job; Detects errors in own work and corrects them.

People development: Acts as an effective coach to employees, providing continuous guidance and positive reinforcement when appropriate. Recognizes the importance of employee performance feedback and effectively uses the performance evaluation tool to help develop employees.

Flexibility and adaptability: Demonstrates flexibility in balancing job responsibilities and the ability to deal with change. Open to new ideas and approaches. Deals well with uncertainty and ambiguity.

Initiative: Seeks new challenges and responsibilities. Actively works to remedy problems without having to be told by a peer or supervisor. Works well with the minimum of supervision.

Team Work: Willingly shares responsibility for work with coworkers; Works hard to accomplish group goals and objectives, and places team priorities before personal priorities.

Communications: Demonstrates effective listening, questioning, and interperpersonal skills. Can articulately express ideas and information. Informs others of relevant information on a timely basis. Maintains ongoing dialogue with others regarding business matters

Leadership: Leads by example by demonstrating integrity, decisiveness, direction and other appropriate behaviors in his/her day to day actions. Serves as a company role model. Also uses leadership role to promote teamwork within the department and the whole organization

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          Administration and coordination: Clearly understands organizational policies and procedures. Effective in organizing and completing tasks. Has good recordkeeping and organizing skills.

          Management and supervision: Delegates work and with it the appropriate degree of control. Provides easy to follow direction and timely feedback to the staff.

Section 4- STEERING COMMITTEE CHAIR'S COMMENTS

(to be completed by the Steering Committee Chair.)
(Please do not consider this space as a limitation and carry over to next page if necessary.)

1. **Main accomplishments/activities this period** (What worked well? Biggest triumph? Smartest Decision? Most caring service? Biggest risk taken? Difficulties encountered?):

2. **Ways in which Steering Committee Chair can assist Program Coordinator:**

Section 5- TRAINING COORDINATOR'S AND NETWORK COORDINATOR'S COMMENTS
(to be completed by the Training Coordinator and Network Coordinator.)
(Please do not consider this space as a limitation and carry over to next page if necessary.)

1. Main accomplishments/activities this period (What worked well? Biggest triumph? Smartest Decision? Most caring service? Biggest risk taken? Difficulties encountered?):

1.   Ways in which Training and Network Coordinators can assist Program Coordinator

Section 6 Overall Rating Form
(To be completed by Steering Committee Chair)

Standards of Performance:

	Review		Objective			Weighted	
	Score		Weighting			Score	
Objective 1						(a)*(b)	
Objective 2							
Objective 3							
Objective 4							
Objective 5							
Totals:							
			1				

Competencies and Work Behaviors:

	Review
1. Job knowledge and skills	Review
2. Work habits	Score
3. Self-management and personal development	(a)
4. People development	0
5. Flexibility/Adaptability	0
6. Initiative	0
7. Team Work	0
8. Communications	0
9. Leadership	0
10. Administration and coordination	0
11. Management and supervision	0
TOTAL:	**0.00**
Average Score:	**0.00**

a) Objectives and Standards of Performance		
b) Competencies and Work Behaviors		
Overall Performance Rating (a + b)		
0.00	**0.00**	**0.00 %**

Section 7 Appraisal Signatures
(to be signed by Steering Committee Chair, Training Coordinator, Network Coordinator
and Program Coordinator)

Appraisal Signatures:

Appraised by: _____
                         Steering Committee Chair   Date

Reviewed by: _____
                        Training Coordinator   Date

Reviewed by: _____
                        Network Coordinator   Date

I have read this performance appraisal and reviewed it with the Steering Committee
Chair, Training Coordinator, and Network Coordinator . My signature does not imply
agreement or disagreement with the information contained in this appraisal.

Program Coordinator's Signature:_____
Date:

DRAFT
To be revised to incorporate the WAEDAT milestones and Indicators

Women's Access to Entrepreneurship Development and Training
WAEDAT

Standards of Performance
Program Coordinator

Standard of performance # 1   Planning and Management Four (4) quarterly reports presented to Steering Committee on progress in achieving program performance indicators in timely manner. September 2004/ December 31, 2004/ March 31, 2005/June 30,2005
Standard of performance # 2   Budget Management 12 monthly and two (2) semi-annual financial reports to Steering Committee and AMIR in timely manner. Monthly reports presented at the last Steering Committee meeting of the month Semi-annual reports delivered December 31, 2004 and June 30, 2005
Standard of performance # 3   Public Relations Participates in and/or organizes 12 PR events annually
Standard of performance # 4   Personnel Management Completes quarterly feedback sessions on performance objectives for Core Team, Program, Training and Network Coordinators, SBDC Liaison and Administrative Assistant. Ensures completion of annual performance appraisals for Program, Training and Network Coordinators, SBDC Liaison and Administrative Assistant. Feedback sessions: September 30, 2004/ December 31, 2004/ March 31, 2005/June 30,2005 Annual Performance Appraisals: June 30, 2005
Standard of performance # 5   Monitoring and Evaluation Four (4) quarterly reports presented to Steering Committee Monitors on development and implementation of user-friendly M&E and QA systems for program operations. September 2004/ December 31, 2004/ March 31, 2005/June 30,2005

Appendix C: Training Coordinator's performance appraisal form & SOP

DRAFT
The Women's Access to Entrepreneurship Development and Training Program
(WAEDAT)

PERFORMANCE APPRAISAL

TRAINING COORDINATOR

 Name: Date:

Position:

Review Period: Prepared by:

Section 1- PERSONAL APPRAISAL
(To be completed by Training Coordinator)

(Please do not consider this space as a limitation and carry over to next page if
necessary.)

1. **Main accomplishments/activities this period** (What worked well? Biggest
    triumph? Smartest Decision? Greatest lesson learned? Most caring service?
    Who made biggest difference to you and your performance? Biggest risk
    taken? Difficulties encountered?):

2. **Areas for improvement** (include ways Program and Network Coordinators
    can assist you).

Section 2- STANDARDS OF PERFORMANCE (SOPs)
(Scores to be completed by Program Coordinator)

Please complete the performance standard in two or three lines, and rate the employees' performance relative to the standard using the 5 point rating scale as follows: 5=Greatly exceeds standards 4=Exceeds the standard 3=Meets the standard 2=Below the standard 1=Well below standard. (The weight is determined by the rater and employee prior to scoring. The total weight for all standards is not to exceed 1.0). The score will be calculated and appear on the Overall Rating Form upon completion of the evaluation. The total score of the SOPs and Competencies and Work Behaviors Rating together determine the Overall Performance Rating.

Standard of Performance #1:
Weight: 0.2   Score: 0   Wt. Score: (=Weight * Score)
Standard of Performance #2:
Weight: 0.2   Score: 0   Wt. Score: (=Weight * Score)
Standard of Performance #3:
Weight: 0.2   Score: 0   Wt. Score: (=Weight * Score)
Standard of Performance #4:
Weight: 0.2   Score: 0   Wt. Score: (=Weight * Score)
Standard of Performance #5:
Weight: 0.2   Score: 0   Wt. Score: (=Weight * Score)

Section 3- COMPETENCIES AND WORK BEHAVIORS
(Scores to be completed by Program Coordinator)

Performance for the period: The score will be calculated upon completion of the evaluation and appear in the Overall Rating Form for the rated competency or behavior.

The scores to be used are as follows:
5=outstanding   4=exceeds requirements   3=meets requirements 2=below requirements in some areas   1=unsatisfactory

Program Coordinatorr

_____**Job knowledge and skills:** Clearly understands the duties and responsibilities of his/her position and is able to execute them efficiently and accurately. Possesses appropriate skills to be effective in position.

_____**Work habits:** Efforts produce useful work output. Demonstrates ability to: prioritize and follow through with plans; make timely decisions; learn and apply directions quickly; be congenial and cooperative.

_____**Self-management and personal development:** Develops new skills through personal initiative. Interested in keeping informed and productive through corporate and professional literature; Composed under stress; Considers self-presentation important to the job; Detects errors in own work and corrects them.

_____**People development:** Acts as an effective coach to employees, providing continuous guidance and positive reinforcement when appropriate. Recognizes the importance of employee performance feedback and effectively uses the performance evaluation tool to help develop employees.

_____**Flexibility and adaptability:** Demonstrates flexibility in balancing job responsibilities and the ability to deal with change. Open to new ideas and approaches. Deals well with uncertainty and ambiguity.

_____**Initiative**: Seeks new challenges and responsibilities. Actively works to remedy problems without having to be told by a peer or supervisor. Works well with the minimum of supervision.

_____**Team Work:** Willingly shares responsibility for work with coworkers; Works hard to accomplish group goals and objectives, and places team priorities before personal priorities.

_____**Communications**: Demonstrates effective listening, questioning, and interperpersonal skills. Can articulately express ideas and information. Informs others of relevant information on a timely basis. Maintains ongoing dialogue with others regarding business matters

_____**Leadership:** Leads by example by demonstrating integrity, decisiveness, direction and other appropriate behaviors in his/her day to day actions. Serves as a company role model. Also uses leadership role to promote teamwork within the department and the whole organization

          _____**Administration and coordination**: Clearly understands organizational policies and procedures. Effective in organizing and completing tasks. Has good recordkeeping and organizing skills.

          _____**Management and supervision**: Delegates work and with it the appropriate degree of control. Provides easy to follow direction and timely feedback to the staff.

Section 4- PROGRAM COORDINATOR'S COMMENTS
(to be completed by the Program Coordinator.)
(Please do not consider this space as a limitation and carry over to next page if necessary.)

3. **Main accomplishments/activities this period** (What worked well? Biggest triumph? Smartest Decision? Most caring service? Biggest risk taken? Difficulties encountered?):

4. **Ways in which Program Coordinator can assist Training Coordinator:**

Section 5- NETWORK COORDINATOR'S COMMENTS
(to be completed by the Network Coordinator.)
(Please do not consider this space as a limitation and carry over to next page if necessary.)

1. Main accomplishments/activities this period (What worked well? Biggest triumph? Smartest Decision? Most caring service? Biggest risk taken? Difficulties encountered?):

2.   **Ways in which Network Coordinator can assist Training Coordinator**

Section 6 Overall Rating Form
(To be completed by Program Coordinator)

Standards of Performance:

	Review		Objective		Weighted
	Score		Weighting		Score
Objective 1					(a)*(b)
Objective 2					
Objective 3					
Objective 4					
Objective 5					
Totals:					
			1		

Competencies and Work Behaviors:

12. Job knowledge and skills	Review
13. Work habits	Score
14. Self-management and personal development	(a)
15. People development	0
16. Flexibility/Adaptability	0
17. Initiative	0
18. Team Work	0
19. Communications	0
20. Leadership	0
21. Administration and coordination	0
22. Management and supervision	0
TOTAL:	**0.00**
Average Score:	**0.00**

a) Objectives and Standards of Performance		
b) Competencies and Work Behaviors		
Overall Performance Rating (a + b)		
0.00	**0.00**	**0.00 %**

Section 7 Appraisal Signatures
(to be signed by Program Coordinator, Network Coordinator, Training Coordinator)

Appraisal Signatures:

Appraised by: _____
       Program Coordinator   Date

Reviewed by: _____
       Network Coordinator   Date

I have read this performance appraisal and reviewed it with the Program Coordinator and Network Coordinator. My signature does not imply agreement or disagreement with the information contained in this appraisal.

Training Coordinator's Signature:_____
Date:

Women's Access to Entrepreneurship Development and Training
WAEDAT
To be revised to incorporate the WAEDAT milestones and Indicators

Standards of Performance
Training Coordinator

Standard of performance # 1   Planning and Management Four (4) quarterly reports presented to Program Coordinator on progress in achieving key measurable targets in training in timely manner. September 2004/ December 31, 2004/ March 31, 2005/June 30,2005
Standard of performance # 2   Training Budget Management 12 monthly and two (2) semi-annual financial reports on training budget delivered to Program Coordinator in timely manner. Monthly reports presented on the 15th of the month Semi-annual reports delivered December 15, 2004 and June 15, 2005
Standard of performance # 3   QA of Training and Resource Materials Four (4) quarterly reports on effective development of tracking system of appropriate training resources. September 2004/ December 31, 2004/ March 31, 2005/June 30,2005
Standard of performance # 4   Contractor Trainer Management Recruits 12 contract trainers for WAEDAT trainer pool. Provides Program Coordinator with written evaluation of each trainer's performance at the end of each TOT or training session in which trainer participates. Provides Program Coordinator with written evaluation of each trainer's performance at the end of each training session conducted by trainer. Provides Program Coordinator with written evaluation of each participant's performance at the end of each training sessions. Trainers' and Participants' evaluations presented within 10 working days of completion of training session.
Standard of performance # 5   Public Relations Participates in or organizes six (6) PR events annually.

Appendix D:

The Women's Access to Entrepreneurship Development and Training Program (WAEDAT)
DRAFT

PERFORMANCE APPRAISAL

NETWORK COORDINATOR

 Name: Date:

Position:

Review Period: _____Prepared by:

Section 1- PERSONAL APPRAISAL
(To be completed by Network Coordinator)

(Please do not consider this space as a limitation and carry over to next page if
necessary.)

3.   Main accomplishments/activities this period (What worked well? Biggest
triumph? Smartest Decision? Greatest lesson learned? Most caring service? Who
made biggest difference to you and your performance? Biggest risk taken?
Difficulties encountered?):

2.   Areas for improvement (include ways Program and Training Coordinators can
assist you).

Section 2- STANDARDS OF PERFORMANCE (SOPs)
(Scores to be completed by Program Coordinator)

Please complete the performance standard in two or three lines, and rate the employees' performance relative to the standard using the 5 point rating scale as follows: 5=Greatly exceeds standards 4=Exceeds the standard 3=Meets the standard 2=Below the standard 1=Well below standard. (The weight is determined by the rater and employee prior to scoring. The total weight for all standards is not to exceed 1.0). The score will be calculated and appear on the Overall Rating Form upon completion of the evaluation. The total score of the SOPs and Competencies and Work Behaviors Rating together determine the Overall Performance Rating.

Standard of Performance #1:
Weight: 0.2   Score: 0   Wt. Score: (=Weight * Score)
Standard of Performance #2:
Weight: 0.2   Score: 0   Wt. Score: (=Weight * Score)
Standard of Performance #3:
Weight: 0.2   Score: 0   Wt. Score: (=Weight * Score)
Standard of Performance #4:
Weight: 0.2   Score: 0   Wt. Score: (=Weight * Score)
Standard of Performance #5:
Weight: 0.2   Score: 0   Wt. Score: (=Weight * Score)

Section 3- COMPETENCIES AND WORK BEHAVIORS
(Scores to be completed by Program Coordinator)

Performance for the period: The score will be calculated upon completion of the evaluation and appear in the Overall Rating Form for the rated competency or behavior.

The scores to be used are as follows:
5=outstanding   4=exceeds requirements   3=meets requirements 2=below requirements in some areas   1=unsatisfactory

Program Coordinator

_____ **Job knowledge and skills:** Clearly understands the duties and responsibilities of his/her position and is able to execute them efficiently and accurately. Possesses appropriate skills to be effective in position.

_____ **Work habits:** Efforts produce useful work output. Demonstrates ability to: prioritize and follow through with plans; make timely decisions; learn and apply directions quickly; be congenial and cooperative.

_____ **Self-management and personal development:** Develops new skills through personal initiative. Interested in keeping informed and productive through corporate and professional literature; Composed under stress; Considers self-presentation important to the job; Detects errors in own work and corrects them.

_____ **People development:** Acts as an effective coach to employees, providing continuous guidance and positive reinforcement when appropriate. Recognizes the importance of employee performance feedback and effectively uses the performance evaluation tool to help develop employees.

_____ **Flexibility and adaptability:** Demonstrates flexibility in balancing job responsibilities and the ability to deal with change. Open to new ideas and approaches. Deals well with uncertainty and ambiguity.

_____ **Initiative**: Seeks new challenges and responsibilities. Actively works to remedy problems without having to be told by a peer or supervisor. Works well with the minimum of supervision.

_____ **Team Work:** Willingly shares responsibility for work with coworkers; Works hard to accomplish group goals and objectives, and places team priorities before personal priorities.

_____ **Communications**: Demonstrates effective listening, questioning, and interperpersonal skills. Can articulately express ideas and information. Informs others of relevant information on a timely basis. Maintains ongoing dialogue with others regarding business matters

_____ **Leadership:** Leads by example by demonstrating integrity, decisiveness, direction and other appropriate behaviors in his/her day to day actions. Serves as a company role model. Also uses leadership role to promote teamwork within the department and the whole organization

_____ **Administration and coordination**: Clearly understands organizational policies and procedures. Effective in organizing and completing tasks. Has good recordkeeping and organizing skills.

Management and supervision: Delegates work and with it the appropriate degree of control. Provides easy to follow direction and timely feedback to the staff.

Section 4- PROGRAM COORDINATOR'S COMMENTS
(to be completed by the Program Coordinator.)
(Please do not consider this space as a limitation and carry over to next page if necessary.)

5. **Main accomplishments/activities this period** (What worked well? Biggest triumph? Smartest Decision? Most caring service? Biggest risk taken? Difficulties encountered?):

6. **Ways in which Program Coordinator can assist Network Coordinator:**

Section 5- TRAINING COORDINATOR'S COMMENTS
(to be completed by the Training Coordinator.)
(Please do not consider this space as a limitation and carry over to next page if
necessary.)

1. Main accomplishments/activities this period (What worked well? Biggest
triumph? Smartest Decision? Most caring service? Biggest risk taken? Difficulties
encountered?):

4.   Ways in which Training Coordinator can assist Network Coordinator

Section 6 Overall Rating Form
(To be completed by Program Coordinator)

Standards of Performance:

	Review Score		Objective Weighting		Weighted Score
Objective 1					(a)*(b)
Objective 2					
Objective 3					
Objective 4					
Objective 5					
Totals:					
			1		

Competencies and Work Behaviors:

23. Job knowledge and skills	Review
24. Work habits	Score
25. Self-management and personal development	(a)
26. People development	0
27. Flexibility/Adaptability	0
28. Initiative	0
29. Team Work	0
30. Communications	0
31. Leadership	0
32. Administration and coordination	0
33. Management and supervision	0
TOTAL:	**0.00**
Average Score:	**0.00**

a) Objectives and Standards of Performance		
b) Competencies and Work Behaviors		
Overall Performance Rating (a + b)		
0.00	**0.00**	**0.00 %**

Section 7 Appraisal Signatures
(to be signed by Program Coordinator, Training Coordinator, Network Coordinator)

Appraisal Signatures:

Appraised by: _____
                         Program Coordinator   Date

Reviewed by: _____
                         Training Coordinator   Date

I have read this performance appraisal and reviewed it with the Program Coordinator and Training Coordinator. My signature does not imply agreement or disagreement with the information contained in this appraisal.

Network Coordinator's Signature:_____
Date:

Women's Access to Entrepreneurship Development and Training
WAEDAT
To be revised to incorporate the WAEDAT milestones and Indicators

Standards of Performance
Network Coordinator

Standard of performance # 1   Planning and Management Four (4) quarterly reports presented to Program Coordinator on progress in achieving key measurable targets in WAEDAT network in timely manner. September 2004/ December 31, 2004/ March 31, 2005/June 30,2005
Standard of performance # 2   Network Budget Management 12 monthly and two (2) semi-annual financial budget reports on network activities delivered to Program Coordinator in timely manner. Monthly reports presented on the 15th of the month Semi-annual reports delivered December 15, 2004 and June 15, 2005
Standard of performance # 3   QA of Resource Materials Four (4) quarterly reports on effective development of tracking system of appropriate networking resources and SB providers. September 2004/ December 31, 2004/ March 31, 2005/June 30,2005
Standard of performance # 4   Advisor and Client Management and Support Recruits 20 advisors in 2004. Recruits 135 clients in 2004. Provides Program Coordinator with written quarterly evaluations of each advisor's and client's performance. September 2004/ December 31, 2004/ March 31, 2005/June 30,2005
Standard of performance # 5   Public Relations Participates in or organizes six (6) PR events annually.

Appendix E: Performance Objectives for the Core Operational Team

How are we doing as a Team?

Key Question	Yes	No	What are we going to do in the next 12 months? (These statements will serve as future performance indicators.)
Do we have a clear and shared sense of purpose in our work?			
Do we each have specific performance goals?			
Do we have the right set of technical skills in our team?			
Do we have the right set of management skills in our team?			
Do we trust each other to work well within our specific areas of responsibility?			
Do we ask each other for help when we need to?			
Do we meet frequently so as to keep each other informed?			
Are our meetings structured and well run?			
In meetings, do we listen to each other?			
In meetings, do we take turns to talk?			
Do we take responsibility for results other than our own?			
Do we take decisions as a team?			
Do we support and trust each other to make decisions?			
Do we give each other constructive feedback?			
Do we problem-solve together?			
Do we try to understand and deal with the root causes of problems?			
Do we look for opportunities to upgrade our skills and improve our performance?			
Do we admit mistakes and see them as opportunities to learn?			
Do we have ways of dealing with stress?			

How am I doing as a member of the Team?

Key Question	Yes	No	What am I going to do in the next 12 months? (These statements will serve as future performance indicators.)
Do I have specific performance goals?			
Do I follow through on plans?			
Do I make timely decisions?			
Do I delay or avoid making decisions?			
Do I listen well?			
Do I dominate in discussions?			
Do I detect errors in my work and correct them?			
Do I give and receive feedback well?			
Am I composed under stress?			
Am I flexible?			
Do I seek new responsibilities?			
Do I avoid/ignore conflict?			
Do I problem-solve?			
Do I have a tendency to blame others when things go wrong?			
Do I recognize the achievements of others?			
Do I have ways of dealing with stress?			
Am I on time for work and/or meetings?			
Do I conscientiously read the required reports and documents?			
Do I participate actively in the team's work? Do I add value to WAEDAT?			
Do I have a tendency to look for problems rather than solutions.?			
Do I make sure that the channels of communication adequate?			

Checklist for danger signs

Danger Signs	Yes	No
I am consistently late for work and/or meetings.		
I consistently fail to read the required reports and documents.		
The Program Coordinator dominates the team to the point that my participation is irrelevant		
I am a passenger. I consistently sit passively in meetings. Honestly, I add no value.		
I have a tendency to look for problems rather than solutions.		
The processes for keeping channels of communication are inadequate.		
The team discusses unimportant items and consistently gets lost in details.		
We have no schedule of workshops/meetings for periodic self-assessment, strategic planning, reviewing evaluation and/or audits of WAEDAT, and improving our performance or upgrading our skills.		

If the answer is "Yes" to three or more questions, the Team is in danger!

Appendix F: Roles of the Steering Committee

**WAEDAT
STEERING COMMITTEE**

Committee members:
- Representative from CC
- Representative from SBDC
- Representative from JOHUD
- Representative from Making Cents
- Program Coordinator of WAEDAT
- Representative of AMIR (observer)

Eman Nimri is the chair person
Wejdan Abu-Lail prepares the agenda
Samia Bsaiso is the note-taker

The Steering Committee will meet weekly for the first three months of the WAEDAT Program. The Committee will then decide whether to modify the frequency of its meetings.

The Steering Committee is committed to improving its own performance in order to serve WAEDAT well. (See Committee Performance Objectives: a) How are we doing as a Committee? b) How am I doing as a member of the Committee? c) The Danger Signs of Good Governance). Every quarter, the Committee will therefore dedicate a meeting to assessing its performance.   Should the internal self-assessment indicate the need to change, the Committee will do whatever is necessary to respond.

WAEDAT is a dynamic program that needs to foster its flexibility and responsiveness to market needs. The Steering Committee is responsible for developing the program's strategic vision. The Committee will participate in periodic workshops and, using the lessons learned from WAEDAT's experience, will revise and redirect the program's strategic vision for the out years.

Steering Committee Roles
1. The Steering Committee advises the Program Coordinator and, through her, the members of the core operational team. This advice is based on the Committee members' knowledge, experience and commitment to the success of WAEDAT. The Committee members have influence in the business and training communities and access to the resources of their organizations. Through its advice, the Committee exercises a beneficial role by offering access to these resources and options and choices for the core operational team to consider.

 While the Committee has no direct operational role in implementing WAEDAT's program, its advice complements the core operational team's hands-on understanding of the day-to-day management of the program. In dialogues between the Committee and the

core team, both sides have the right to expect justification and evidence-based rational for suggestions given and decisions made. The Committee works in an environment of respect and trust: openness in discussions is valued and professional disagreements do not jeopardize cordial working relationships. Only in the case of a major threat to the viability of WAEDAT does the Committee have the right and authority to insist on determining an operational course of action.

2. The Steering Committee develops the overall strategic vision of WAEDAT. The Committee is not about running WAEDAT, but what WAEDAT should be running toward, not about what WAEDAT does, as much as what it is for. This involves looking out for the long-term sustainability of WAEDAT as a multi-year program - both financially and in terms of the quality of services offered to its clients. The Committee's stewardship of the strategic vision means caring for the potential of the program to expand as self-sustaining regional model. It also requires the Committee to support the program's introduction of innovative training approaches and business practices that meet the needs of women entrepreneurs.

The Committee will participate in a day's workshop at the end of the first training cycle (November 2004) and at the end of the third training cycle (May 2005) to develop the strategic vision for the program in the out years.

3. The Steering Committee provides oversight and support to ensure that the program meets the targets outlined in the grant Milestone chart. Following the internal audit scheduled to take place in January 2005, the Committee members will examine the auditors' recommendations and ensure that WAEDAT is in compliance with established procedures and guidelines. The Committee members therefore have the responsibility first, to be familiar with the work plan, priorities and deadlines of WAEDAT and second, to recognize the efforts of the core team and keep abreast of the program's accomplishments. This entails regular attendance at Steering Committee meetings, timely responses to communication and an informed understanding of WAEDAT documentation. In this way, the Committee members can demonstrate their ability to assist and support the program coordinator in process of problem solving. If a persistent pattern of failing to meet targets develops in WAEDAT, the Steering Committee has the responsibility to work with the program coordinator in analyzing the root causes of the problems and proposing solutions. The outcome of such an intervention is not to assign blame, but to work in an atmosphere of trust and respect and find corrective courses of action.

4. The Steering Committee communicates Program progress to partners. This involves reporting back to their respective organizations on WAEDAT accomplishments. As well as participating in organized public relations events, Committee members also have the responsibility of conducting an on-going, informal, word-of-mouth PR campaign. The purpose of this is to expand WAEDAT's sphere of influence and identify potential partners, donors and clients.

5. The Steering Committee takes the lead role in assuring the sustainability of the Program. The long-term goal is for WEADAT to develop a strong program of services that pay for themselves and benefit women entrepreneurs. Experience shows that a service-based organization in the knowledge industry requires donor support and investment in the initial phases. The Committee members are responsible for setting up a fund-raising program to ensure that WAEDAT, having demonstrated its quality and effectiveness, continues to grow.

Steering Committee Shared Responsibilities
1. To support the Program Coordinator in the execution of her duties.
2. To discuss the monthly, quarterly and bi-annual progress reports prepared by Program Coordinator, to monitor that Program targets are being met, to advise the Program Coordinator on strengthening or modifying Program management.
3. To advise the Program Coordinator on legal and personnel matters as needed.
4. To discuss the monthly, quarterly and bi-annual financial reports prepared by Program Coordinator, to monitor adherence to budget, to advise Program Coordinator on strengthening or modifying budget management.
5. To authorize appropriate expenditures above 500 JD proposed by Program Coordinator.
6. To report back to their respective organizations on WAEDAT.
7. To assist in the development and implementation of a sustainability and fund-raising plan.
8. To represent WAEDAT at appropriate functions, and to report back to the Steering Committee on the outcomes of their representation, and to participate in public relations activities for WAEDAT.

Special Responsibilities:
1. Imad Masri, the CC representative is responsible for supporting the Program Coordinator in matters pertaining to the WAEDAT budget, and WAEDAT systems and procedures.

2. Hassan Mohraly, the JOHUD/SBDC representative, is responsible for supporting the Program Coordinator in matters pertaining to training.

3. Samia Bsasio, the Making Cents representative, is responsible for supporting the Program Coordinator in matters pertaining to Technical Assistance.

Appendix G Performance Objectives for the Steering Committee

DRAFT

How are we doing as a Committee?

Key Question	Yes	No	What are we going to do in the next 12 months? (These statements will serve as indicators of our future performance?)
Is the Committee's profile and composition appropriate for WAEDAT's mission and strategic direction?			
Does WAEDAT have adequate systems of auditing and internal controls in place?			
Do we monitor on a regular basis that WAEDAT in compliance with these controls?			
Is WAEDAT meeting its targets and achieving its indicators ?			
Are we receiving the quality and quantity of data that we need to fulfill our responsibilities as Committee members?			
Are our roles and responsibilities clearly defined and adhered to?			
Are our Committee meeting well managed, efficiently run and documented?			
Are we making an adequate contribution to the strategic planning process (including the development of a fund-raising plan)?			
Is the core operational team of WAEDAT satisfied with our performance and level of guidance and support?			

How am I doing as a Committee member?

Key Question	Yes	No	What am I going to do in the next 12 months? (These statements will serve as indicators of my future performance)
Am I fulfilling my responsibilities as a Committee member in a timely manner?			
Do I attend Committee meetings regularly?			
Am I sufficiently aware of WAEDAT's challenges and opportunities in the strategic planning process?			
Am I familiar with WAEDAT's targets and its progress in achieving these targets?			
Do I take a constructive problem-solving approach?			
Am I making a useful contribution as a Committee member?			
Do I have good working relationships with the other members of the Committee ?			

Checklist for governance danger signs

Danger Signs	Yes	No
I did not attend the last three Committee meetings.		
I consistently fail to read the required reports and documents.		
The Chair dominates the Committee to the point that my participation is irrelevant		
I am a passenger. I consistently sit passively in Committee meetings. Honestly, I add no value.		
I have a tendency to look for problems rather than solutions.		
The processes for setting the agenda and taking the minutes are inadequate.		
The Committee discusses unimportant items and consistently gets lost in details.		
The Committee attempts to micromanage and second-guess the core operational team.		
Committee meetings consistently last more than an hour and a half.		
We have no schedule of workshops/meetings for periodic self-assessment, strategic planning, reviewing evaluation and/or audits of WAEDAT, and improving our performance or upgrading our skills.		
There is no process in place for selecting new Committee members.		
Essential skills, capacities and profiles are not represented on the Committee		
For the last three years there has been no member turnover.		

If the answer is "Yes" to three or more questions, the Committee is in danger!